



Approved For Release 2001/08/31 : CIA-RDP78-06362A000200090006-9

DEPARTMENT OF DEFENSE  
THE NATIONAL WAR COLLEGE  
WASHINGTON, D.C. 20315

71-1076  
71-1534  
DTR-6145

24 March 1971

## JCS Declassification/Release Instructions on File

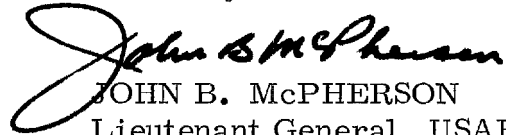
Mr. Richard Helms  
Director  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Helms:

Dr. Cunningham, your Director of Training, and Colonel John M. Collins, USA, who will head our National Security Affairs Research Group, have discussed in detail our faculty research effort for the coming year, including the educational and experience criteria we believe necessary for participating scholars. We are most pleased that the Central Intelligence Agency will find it possible to join in this new program. Hopefully this endeavor will fill a longstanding gap in the field of theoretical and conceptual strategy formulation.

Colonel Collins will keep Dr. Cunningham informed as organization planning progresses. Many thanks for your personal interest and we look forward to the Agency's participation.

Sincerely,

  
JOHN B. McPHERSON  
Lieutenant General, USAF  
Commandant

DD/S Distribution:  
Orig - DTR  
1 - DD/S Subject w/background

DTR w/Col. Collins - National War College - 15 Mar 71

Collins: I'm calling regarding the letter we received from Mr. Helms saying I should get in touch with you on a candidate for the National Security Affairs Research Group. You probably would like to have a little more information.

DTR: Yes, first we had a letter from [REDACTED] - then we got the official request, and that is all we have heard.

25X1A

Collins: This is a brand new idea. Our new commandant is concerned that the members of the military establishment in particular and members of government in general are so tied up with crisis management that no one is devoting any time to strategic concepts and theories. We are looking for a very small, closely knit group staffed with innovative creative thinkers to take a look at philosophical and theoretical principles - not routine everyday, but on a very broad scale. An analogy of what we hope to do would be like the difference between basic scientific research as opposed to applied technology. Studies produced by this group would go to the Joint Chiefs of Staff and other agencies to be worked with by practitioners.

DTR: How are you coming with other members of this group?

Collins: Slowly. The problem with the military is they don't do orders on their people until April or so. The criteria has been a person who has gone to a senior service college or a graduate of the senior seminar the State Department runs.

DTR: Well I had a list made not long ago of those people in CIA who have attended the senior schools. I'll have to get the list and then take it up with Col. White, our Executive Director. But the better the man is and the more likely he is to make a contribution, the more likely it is his people will not want to let him go. However, that was not the case with [REDACTED] we had a definite assignment planned for him.

25X1A

Collins: Well, I have heard that one person who has his hat halfway in the ring is [REDACTED] I think he is jockeying for position to see what else is coming down the pike.

25X1A

DTR: If you could send me any more material or further detail on the requirements . . .

Collins: I can give them to your secretary right now. What we are looking for in general terms is a GS-14 or 15, graduate of a senior service college (any one of the five) or a graduate of the Foreign Service Institute Senior Seminar. We would like to have him have a graduate degree in some discipline that is related to international relations or national security affairs. The "we would like to have" is just that - not a mandatory requirement. We would like to have an individual with some practical experience in policy and plans at a high level. The individual ought to be interested in full-time research dealing with the field of theoretical and conceptual strategy.

DTR: I see two areas where we might have some difficulty or points of conflict. The more likely a man from our outfit is to have been to any of the senior colleges the more likely it is he will be a super-grade, not a 14 or 15.

Collins: In the military services we are looking for Lt. Colonels or Colonels.

DTR: If I am told to look only for 14's or 15's I am going to be rather circumscribed.

DTR w/Col. Collins (Cont'd)

Collins: That is not a hidebound rule.

DTR: The other possible conflict is the individual having attended one of the senior colleges. Our people with advanced degrees and interests of the kind you mentioned - that kind of person is a little less likely to have gone to one of the senior schools. I know several people who would fit the latter requirement but I don't think they have been to a senior school.

Collins: In the case of military people the Commandant does not want to back down on that. Think that for your people he would want to do that. I neglected to mention with regard to senior schools the criteria reads, "or equivalent civilian agency training". Their relationship when they get to the college - they will have faculty status, but are divorced from the academic program. They are not involved with the student body. We're looking for a one-year assignment. The group is free to attend any lecture they care to.

DTR: When does the year being?

Collins: About 1 August

DTR: We'd like to help as much as we can. It will take a little bit of bureaucratic coming and going within CIA before we come up with somebody.

Collins: As to what kind of projects we are going to work on - think the General has almost reached the point where he will, to use his words, give me a blank check. A possible first project would be how could the U.S. best undertake theoretical conceptual planning. The setup now is a very poor one in our opinion. That project would be over before Christmas and we would then get into substantive things. There's also the question do we put everybody onto one project or divide them up. We haven't decided how to attack this, but can guarantee whoever you send will have an intellectually stimulating year.

DTR: I'm certainly going to try to see you get a good guy from us. I would like to discuss with you again further on when you're nearer to being organized how we might help on research projects of our own which might contribute to your work.

Collins: Fine.

*Col. John M. Collins*

10 May

DTR:

Re the National Security  
Affairs Research Group at  
the National War College -

The DD/S and DD/S&T have  
no nominees. Jane has never  
heard from the DD/P.

K

ROUTING AND RECORD SHEET				
SUBJECT: (Optional)				
FROM:  Deputy Director of Personnel 5 E 56 HQ		EXTENSION  6825	NO. <b>DTR-6195</b>	
			DATE <b>14 APR 1971</b>	
TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. Director of Training 532 1000 Glebe				<p>I have checked and the DD/S has no nomination to make for the National Security Affairs Research Group at the National War College.</p> <p>I reviewed your proposed memorandum to the Executive Director-Comptroller on guidelines for identifying senior officer school candidates with the Director of Personnel. He concurs in the draft and has no changes to recommend. 25X1A</p> <div></div> <p><i>No Nominee from NS&amp;T for Research Group, per [redacted] 4/14/71. JHT</i></p>
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